The Future We Want: a new paradigm for a sustainable 2050 Conference

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The Institute of Chartered Accountants for England and Wales
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**Part 3**

#tcfuturewewant

**Appendix**

*A Meta Provocation for The Future We Want: a new paradigm for a sustainable 2050*

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#tfuturewewant
Foreword

The need for a new paradigm

People, planet and profit - all face great challenges that are systemic in nature and put at risk not only future prosperity but also social cohesion, inclusion and global equity. We set a face of critical and interconnected issues rooted in living beyond our planetary resources using existing ways of meeting human needs and satisfying the demands created by expected lifestyles, which find expression in relation to water, food, energy, weather and climate. We know that these pressures will get worse as the world tips from west to east, and billions strive to escape from poverty and enjoy what others have long taken for granted.

The solutions are at, a high level at least, developed – with an impressive array of product and process technology and innovation either being brought to market, or ready to be piloted and scaled, or sitting on ‘drawing boards’. Given an enabling environment, the capacity to innovate is formidable, although largely focussed on high end consumer goods and services. Our challenge is to bring the same level of transformation to the fundamentals of food, energy, mobility, and housing. Vision 2050 maps a brilliant and high level framework for how to achieve a sustainable future, setting out decade by decade what we must achieve, and what we must ensure we do not do.

But whilst many are seized by the magnitude of the problems we face, we are also seized up in how we are dealing with them – it is as if we can see, but cannot engage with what we are seeing.

Our proposition is that the challenge we face is not one of knowledge, it is one of wisdom; it is not about the linear application of known solutions, it is about a step change in capacity and cognition to ask the right questions together, and co-create effective solutions together; it is not one about sub-systems, it is about system change; it is not one of left brain rationality being driven harder to do more with less (although we do need to do that), it is also about right brain visualisation and narrative, seeing pictures and sensing patterns, recognising and making manifest the implicate order; and critically, it is a challenge of value and values.

Business as usual won’t work because we are indeed stuck - in ways of thinking which are embedded in ways of behaving which dig us deeper into the hole we have dug for ourselves: above all behaviours and cultures rooted in silo thinking and acting, in fragmentation where the false certainties of each part deny the value of the whole. People become defined by the role they play, the institutions they work for or represent. We organise ourselves into business, NGOs and Government, in all shapes and sizes, and act as if one is better than the other, separated by bonds of distrust, unaware of our ignorance of the other, drawing strength and certainty from our current identities, seeking solace in cosmetic difference.

So our crisis is one of why and how, far more than it is of what and when. To rise above it we need to tap into how it is that we are being human, to enter into new conversations, to co-create new capacities, and to learn how to do this. We can best do this by identifying new solutions in how we work and live and the barriers and drivers to their full development; and by then understanding how one possibility creates further possibilities.

This conference, designed by a high level steering group, is part of a programme to create new pathways and a springboard for the future. Over two intense days, we brought together the what with the how, the granular and the big picture, in the present and tomorrow. We explored new and disruptive ways of doing things – in transport, buildings and infrastructure, and energy. In so doing we laughed and cried, we drew on a multitude of sense and modes, we used pictures, moving images, sounds and words, we shared and intuited, recognising that we need to glimpse, sense and trust new behaviours before we can know and act according to them. For this is how we will learn how to learn, so that we can apply that learning to new situations and emerging possibilities.
We are in no doubt that business and business leaders have a critical role to play, but equally we recognise that to play the fullest possible role a new relationship is required between leaders – at all levels – of business, governments and civil society. For this relationship to be established there needs to be a wider recognition of the skills and capabilities of business and the transformation that these can bring about; the development of the framework conditions by and with governments within which business can make its fullest contribution; and this cannot be done by the creation of trust between business, society and governments.

So the work has begun on creating the demand for and capacity to develop and implement the co-created solutions for systems change so urgently required to get to The Future We Want.

We hope you enjoy this tool-kit and summary, that it will take you back to what we shared and inspire you to go forwards, and we hope that you join us in taking the next steps on this journey.

Tony Manwaring
Chief Executive
Tomorrow’s Company
‘Change begins with us’

The conference was an extraordinary experience: extraordinary to create and extraordinary to live through.

It felt like we all came into those two days with a particular set of ideas and came out on the other side slightly or profoundly transformed, or resolute to change

We all come with our fears and our prejudices but through honesty and authenticity, we showed our true selves, faced our fears, slayed some dragons, and left with the determination to become the heroes we need to be.

Ultimately, it was fascinating to see all of us come together around a central idea: ‘change starts with me and you’.

If anything is to happen or to progress it must start with us.

The difficulty in what we face is not that we lack knowledge, it is not that we don’t have the right technologies; and it is certainly not that we are not willing. We are all on the same boat. But we are afraid and fear can conquer all. This fear - amplified by a collective global psychosis - has tied us down.

Now is the time to be brave and to break free.

It was special to see the early contours of a new mode of operating emerging during the conference - a mode that is more conscious, more aware, more collective and indeed braver.

And the legacy of these two days will remain with us, we have already started to change.

Let us continue.
Part 1

The guiding principles / tool-kit & Delegate route map
The guiding principles and the Spiral of Transformation

Throughout the conference we asked 4 big questions that helped us to create 4 guiding principles leading to *The Future We Want*.

**The 4 big questions**

1. Personal leadership – what is my personal responsibility to step up and face the challenges?
2. How do we create a parade that senior influencers want to lead?
3. How do we build communities of collaboration and harness that power?
4. How do we revalue sustainability in different ways?

The first guiding principle - **Consciousness** - is a word that was very frequently used during the conference, strengthening the notion that change first and foremost must begin with us. Consciousness is about our own personal transformation, our life journey and our epiphanies. It’s about facing our fears, about reflection and about becoming more aware of the web of connections in what surrounds us and in ourselves.

**The big Cs**

**Consciousness**

My personal journey, epiphanies, courage to take the leap/engage, facing fears, caring, humility, my Martin Luther King moment.

Reflecting on lessons from the past, reflecting on what legacy I can leave behind

“We do not inherit the Earth from our Ancestors, we borrow it from our Children”
We need to develop a sense of interconnectedness, develop **Collaboration** between each other and between generations. We must not be afraid of having challenging conversations, bridging the silos that traditionally keep us apart to build the community(ies) we want that can then lead us to a new paradigm.

**The big Cs**

**Collaboration**
Changing the conversation & challenging the conversation, building communities, intergenerational exchanges

It is important to develop a **Culture** that embraces diversity, that is attuned to different forms of value and values, that works around the notion that people, planet and profit should be aligned. A culture in which we are all brave, in which we are all heroes.

**The big Cs**

**Culture**
Embracing different values
People, planet, profit aligned
I won’t let anybody tell me that I can’t
**The culture I want…**
Where we are all heroes
Where philanthropy is who we are
Where we embrace difference
We also talked about what the skills needed to implement the new consciousness, collaboration, culture and change to get to the *The Future We Want*. Leadership is key to driving change at a massive scale. Drawing on renowned leaders and on discussions during the conference we identified the following as critical skills:

**The big Cs**

**Change**
As a hero I need to slay the dragon...
A birth or rebirth can never be without pain...
I need to change, my organisation needs to change, my government needs to change...And the interrelationships between all these need to change
Real change is driven by me

We also talked about what the skills needed to implement the new consciousness, collaboration, culture and change to get to the *The Future We Want*. Leadership is key to driving change at a massive scale. Drawing on renowned leaders and on discussions during the conference we identified the following as critical skills:

**What are the skills of great leaders?**

- Sense of justice
- Purpose & Vision
- Emotional Intelligence
- Empathy
- Courage – in facing fears, facing pain & in standing alone
Throughout the conference there was also a big focus on Re, on redoing. We need to…

**Re**

Re-purpose business
Re-member the world
Re-birth of how we live

Ultimately, we need to pause, contemplate and seek. There was a lot of play on words around the notions of holy and whole. Contemplating on how we could be whole, how we could be holy and how we could do things holistically will lead to essential revelations.

**Pause, contemplate, seek**

Holy
Wholly
‘Wholliness’
Wholeness
Holistic

Revelations
To get *The Future We Want*... I need to

**Change myself**... And then

**Change others.**

The pathway to a new paradigm, employs all the 4 Cs as guiding principles: Consciousness, Collaboration, Culture and Change. These should help us arrive at *The Future We Want*, the new paradigm, of harmony between people, planet and profit.

Taking action is not easy; the problems we are facing are so vast that sometimes it is easier to do nothing. But we can do something. If we start with ourselves, with a small gesture we can perhaps change others and then the planet.

To watch the delivery of the tool-kit during the conference click here.
Delegate route map

The diagram and narrative below was prepared before the conference to help guide the discussions.

This diagram describes several aspects of what we will be exploring during these two days.

Through leadership and a number of small transgressions change will be achieved.

This can happen through harnessing the full potential of reporting, strategy, stewardship, governance and talent.

When working in the field of sustainability in an organisation you need a particular set of experiences, competencies, aspirations and capacities – can those be defined?

To embed sustainability in your organisation you often have to take on different types of roles: a policeman, a marketer, a sales person, a provocateur or even a missionary. When and how?
Through the design of the conference we explored how to best align all these different elements.

Real stuff: This is the crucible for growth, however frightening – reality.

Deep stuff: These are the felt experiences along the two day journey.

Cool stuff: How we leveraged difference to create value through the provocations.

Shared stuff: Learning through community and dialogue.

At the core is the Tomorrow’s Company ‘triple context’. The model argues that in order to create long-term sustainable value a company has to leverage and integrate environmental, social and economic drivers to the fullest in their business models in order to be successful. We need to go beyond the triple bottom line in order to achieve enduring business success.

Please also read Donella Meadows’ *Leverage Points, Places to Intervene in a System.*

Throwing money at a problem ranks as one of the least effective ways of changing a system, argued Ray Anderson borrowing from Donella – she provides the following league table of leverage points for places to intervene in a system:

1. The power to transcend paradigms
2. The mindset or paradigm out of which the system arises
3. The goals of the system
4. The power to add, change, evolve, or self-organise system structure
5. The rules of the system – incentives, punishments, constraints
6. The structure of information flows – who has access to what information
7. The gain around driving positive feedback loops
8. The strength of negative feedback loops, relative to the impacts they are trying to correct against
9. The lengths of delays, relative to the rate of system change
10. The structure of material stocks and flows – such as transport networks
11. The sizes of buffers and other stabilising stocks, relative to their flows
12. Constants, parameters, numbers – such as subsidies, taxes, standards
Part 2

Summaries of the sessions

We hope you find these high-level summaries of the sessions helpful. They are not intended to be a verbatim account but rather a collection of notable quotes and discussion points to jog your memory, and also provide arguments and data that we hope you will find useful.
Session: Host’s welcome

Rachel Sinha, Sustainability Manager, ICAEW

ICAEW are co-founders of a project called Finance Innovation Lab, hence their interest in this event. This is a big systems change project, concerning finance systems that sustain people and planet, in partnership with WWF UK. ICAEW have recently won an award in The Observer, placing them in the Top 50 Radical Ideas in the UK for making the world better. The team for business coalition is working on getting companies to internalise externalities with links to the United Nations on a systemic level.

“The world and business need a culture change – there is no shortage of good ideas about how we can get to the world we want, but culture will not allow ideas to flourish. The ICAEW have managed to nail this in their lab, creating a culture for ideas to emerge.”

“There is no blueprint for a sustainable project; organisations need to be good at learning from experiences. They must also be humble and realise that they are not experts. They should be more focused on using emotional intelligence on top of thoughts, and on using instincts to work out the next part of a strategy. Emotional intelligence builds emerging strategy. The current hierarchy does not allow good ideas to come to the top – there needs to be more support for conversations, a bottom up approach. The quality of an idea counts more than status. Why are the best ideas not emerging?”

“When trying to bring about systems change, there is a need to host different people and to let them speak. Relationships don’t just happen – there is a need to connect and illuminate and put together those who don’t normally talk.”
Day 1

Session: Introducing the Conference and *The Future We Want*

Tony Manwaring, Chief executive, Tomorrow’s Company

Culture means how we do things, but our culture is currently not fit for purpose. Why is this? This conference is about that. Ray Anderson was an extraordinary guy – his heart and soul stretched the planet. He led the charge on climate and changed the goalposts. Ray wanted to build a restorative company – one that puts more in than it takes out. He was brought in by a global giant to help transform the business model to commit to sustainability. Ray asked top 100 leaders - Imagine you are the last person on earth, moving to ‘Earth 2’ to populate it with a new human race. What is special to you, to take with you? He encouraged them to think about that. None of those things were things business did. We know what matters and has value. How we connect, the labels we have, how identities deny everything we are, we do and we can be. To paraphrase David Carter ‘Today and tomorrow is not just about being the best we can be, it’s about the obligation to bring out the best in each other so we can be the best we can be’.

“We know there are things we need to start and stop doing. There are great new ways of doing things, they are ready to bring to market, and they are transformative. We know how to do this. But why aren’t we doing it? The how, collaboration, consciousness, conversations, culture is what this is all about.”

“This is more than connecting profoundly. We want to make a toolkit that you can use in business. Behavioural change is necessary – although we acknowledge an event like this is likely to be quite linear and left brain, we need to be aware that insight comes from a connection within the whole brain.”

Insight is a new revelation, seeing things differently in a different way. Imagine vampire/human scenario in Britain. They all hate each other. But if they keep on hating each other, they’ll destroy each species. In the video, we saw a werewolf talking to another about releasing their inner wolf. It provides an argument about internal conflicts and human choices. If werewolves can change, we can do as well. As soon as you talk about behavioural change, you start to objectify it. It’s all about behaviour.
Bill Becker, Executive Director, Presidential Climate Action Project

“People are preparing for the end of time. They’re digging in, burying themselves in bunkers, storing up food and weapons: they’re basically dropping out. They drop out and then they don’t do anything. Climate change is seen as inevitable and as too big a problem to solve. There is no question that we have to turn a corner now. We have all systems breaking down and we have to do things urgently, but we have a decision to make.”

“The Future We Want is about capturing that teachable moment. So let’s talk about the future in a positive way, the way in which Donella Meadows prescribed. We don’t talk about vision enough, and we can’t change policy without having vision. Negative vision has power, but we have to unleash the power of positive vision and thinking. This is why the public isn’t more engaged with the problem – there is a lack of vision. People cannot see sustainable development. It’s an abstract concept and people don’t get excited about data. So how do we make these things real?”

Source: Bill Becker's presentation
Provocation: The meta-provocation

Leslie Dighton, Chairman, The Chairmans Club

My job is to produce a meta-provocation, the idea that The Future We Want can be
achieved with a new paradigm for sustainability by 2050.

It’s a vast arena to think through. When I looked around I couldn’t find the body in the world
I could deliver it with. We don’t think globally and systemically in the way this meta-
provocation has got to do. So I’m going to use this gathering as the embryo for this new
world order. A new meta-authority around this new concept is what we’re trying to build.

I want to work up with a series of smaller provocations.

There is a dream behind The Future We Want and we know the characteristics of that
dream.

There are at least 2 billion people out there that need to be taken out of poverty.

They need security and hope that goes beyond just the next sunset.

There needs to be a unity of stewardship by humankind.

Human and social activity needs to be commensurate with the capacity of the world, and
we’ve gone way, way beyond that.

“There is a perfect storm of problems. We’ve succeeded without any doubt in losing
ground on virtually every major front and this has unthinkable consequences. So I
have to ask, is this the largest and most intractable problem that humanity has ever
faced? I think it is because the enemy is different. We are the enemy. Everything that
exists, exists because of us. The paradigm of indefinite material growth, driven by
fossil fuels, started 300 years ago. That paradigm has extraordinarily deep tentacles
and still has a long way to play out. We need to give more energy to the new
paradigm.”

We don’t like losing things; the humankind is extremely bad at saying goodbye and letting
go. We don’t like anything other than business as usual. That’s how we got promoted and
that’s how we got our houses and our cars.

The birth pains of a new paradigm will be very prolonged, nothing gives birth without pain.

We are a new born: the rules are unwritten and mistakes are literally unthinkable.

“We aren’t doing it because there’s more energy behind doing what we’re doing now
than doing the new thing. To do it, we’re going to need a cacophony of epiphanies.
We need that collective will – the creative side of value as opposed to the physical
fossil fuel GDP version we currently have today.”

So the excitement of today’s opportunity is that we can unbind our minds.

There is a need for radical change – there is an urgency and commitment to the cause, the
cause being The Future We Want.

Please see the Appendix at the end of this document for the full provocation.
Session: Introducing the facilitators and the conference mechanics

Laurence Barrett, Principal, Laurence Barrett Associates

We are aiming to go on a journey over the next two days, one some may have already started, but society and business is not too far along the road. In fairy tales, the hero always needs to kill something big (giant, dragon etc.), it’s never something small. In this situation, we need to be heroes. If you’re not afraid of the future, you don’t understand it.

There are several elements to participating in this event: you need to leverage and bring your passion and energy, and you need to spark conversations.

- An emerging panel will start to build, reflect over conversations, comment, observe, add. This will be a reflection of what happens in the room.
- Provocations – speakers who you will be interested, entertained, and provoked by. We don’t want to agree with all of them – need to think in different ways. There is a range of different sources of information in the room, and these needs to be used to their potential.

There will be facilitators around the room during the discussions, but the real facilitators are those around the tables.
Break-out groups: Moments of revelation

The questions we looked at were:

- What was your epiphany – why do you care enough to be here?
- What do you bring – value, passion, perspectives?
- What are you looking for – solutions that will help move us forward.
- What gives you hope and inspiration?

Eight discussion tables:

- “These are good, useful questions which helped us to bare our soul. It seems some epiphanies are deeply personal and come from childhood – reading books, death, family, etc. Experiences from the heart or from professional circumstances were also influential – being easily fooled, in particular, had an effect as people felt daft as a consequence and wanted to react. Working towards The Future We Want, everyone wants the same thing – action in one form or another – collaboration, alliances, it doesn’t matter what or how, just that it happens. We are primarily inspired by children and hope.”

- “We looked at where epiphanies came from and soul searching is not easy. There is recognition that greed evident in society is unacceptable as well as an unfinished statement of what a person is about. That sort of person needs to move into a more moral mode. There is a sense that defining society is three parts – me, myself and I, however this is not an adequate description. We should look at our DNA – family values, education. An exposure to a catalyst or inspiring person can be extremely powerful. We need to question ourselves about where does value come from. Do you need to be old and successful to start the search for value and virtue? We could suggest management criteria, such as an age limit for seniority. How do you recognise ‘enough’, e.g. enough in material goods? We must restore the concept of intrinsic worth - pricing. Putting a value on something intrinsic makes it tradable, reducing its value. Hope is part of a critical mass which could ‘ripple’ outside. We need to shift media focus on good stories, like waste collection improvement. Society should give itself pause for thought and allow itself to centre on deep issues rather than stay in permanent ‘activity mode’.”

- “Epiphanies come from people and families. There is a need to simplify jargon – responsibility suggests something that isn’t necessarily accurate or pleasurable, in order to progress, we need to get people to want to do things. Should people care, or can they just act without caring? Is more information helpful for changing behaviour? We need to improve connections between CEOs and organisations, and the sense of social entrepreneurship in business. People within organisations may know how to change things and act more than those leading organisations. This should not be something to be ashamed of. Embrace the skills, knowledge and value of your staff, at all levels.”
Laurence Barrett, Principal, Laurence Barrett Associates

The big questions facing us are going to require participation and conversation in order for them to be resolved.

“Participation is about fixing stuff. In response to a tweet, if the conference is perceived as ‘greenwash’, then that’s fine, it just emphasises the need to change action and improve perception. The people who are going to solve the problem are in this room, and if not they know the people who can move this forward.”

- “If you are looking to ‘us’ to fix the problem, you are wrong. You should be looking at yourself.”

- “Most intriguing of questions was what gives you hope or inspiration. There was a quote from Ray Anderson at the start of the conference. When Dianne Dillon-Ridgley was in Vancouver with Ray at a conference, his dire predictions had led to a heavy room. Ray was asked what gives him hope and his immediate response was the ascendancy of women in society and internalisation. This room’s gender diversity reflects that. Rooms looking at these challenges are becoming more complex in their complexions.”

- “There are signs of hope in South Africa – change can happen quite quickly and dramatically, where you see signs in the moment of darkness before the dawn.”

- “Generation Y can and will be making a difference but is yearning for direction. We must learn from the wisdom and experience of others as well as the mistakes to move in the right direction.”
Provocation: *Pathways to a sustainable 2050* and setting the context for themes and group work

Robert E. Horn, Visiting Scholar, Stanford University

*The World Business Council for Sustainable Development* (WBCSD) is a CEO organisation made up of 200 of the largest companies in the world, including Toyota and Boeing. *Vision 2050* is a special project of 29 of these companies who put in some extra money and 20 hours of senior strategists over an 18 month period. They met five times for four hours each.

The first task was to come up with a reasonably optimistic and reasonably plausible vision. The result was 22 different but linked elements. The aim for the vision was for 9 billion people (future population projection for 2050) to live well and within the limits of the planet. Bob emphasised how the task force was the most gratifying and encouraging that Bob has been with in the sustainability world. There was a lot of rolling up sleeves, no complaining, and no whining - a “Let’s get going attitude!”

**Approx. 350 Milestones decade by decade on 10 Tracks** (Energy, Buildings, Materials, Mobility, Economy, People, Governance, Forests, Agriculture, Ecosystems)

In the next workshops, the focus was on how to get to the points discussed. A series of measures of success on the mural assist with such focus, and the visual is no more complex than a report. The vision can be improved; there is no need to agree with all its points. Bob wrote an article for *New Scientists Magazine* in December 2011 about how Vision 2050 can be improved. It does not, for example, cover the oceans, as there were no organisations in the project group that represented business in the ocean arena.

The accomplishment marks are the measures of success and assist with analysis and progress review. The yellow boxes are the ‘must haves’ required to be on track for a sustainable 2050. There are approximately 40 in this decade. The mural can be downloaded from [www.wbscd.org](http://www.wbscd.org).
It is not a sequential set of events, but a rough ‘by the end of a decade’ target. It is not needed in a ‘one after other’ format. For example, to feed the world in 2050, Brazil’s agricultural yield has to double and Africa’s has to increase by five times.

“So where do we stand now? To get an idea of the current main issues, a dashboard with 16 categories was formulated with traffic light analysis. Currently, there are more reds than greens – although there are greens for health, education and mobility. Energy intensity is increasing. The World Energy Outlook has created an analysis of different graphs focusing on targets for emission reductions. For emission reduction of 2 degrees we’re ‘locked in’ until 2017 as energy infrastructure is full of cement. It would take that long for emissions to begin to reduce as it would take as long to develop the technology to implement such reductions. With regards to agriculture, there is not much land left in the world. Therefore, the remaining and existing land needs to be used efficiently and with positive intent.”

“We need to turn things around. This is the best and most comprehensive way of saying maybe we can still do it.”
Provocation: *Pathways to a sustainable 2050* and setting the context for themes and group work

Harriet Kingaby, Account Manager/Sustainability Strategist, OgilvyEarth
Joana Quintanicho, Account Manager, Ogilvy Public Relations

Generation Y will be dealing with the brunt of the issues we will be representing over the next two days. *Ogilvy Earth* (OE) consider themselves part of the solution. No one has really come up with a solution yet that is mainstream, as there is not enough noise. It is OE’s job to have a finger on the pulse, and document popular culture. There are numerous examples in history of those who have been taken for granted, e.g. Michelangelo. They were not well regarded in their time, but are now hugely respected. It could be that *The Future We Want* will be implemented by such individuals.

Joana and Harriet took camera around office and presented two videos. You can view their video provocations here: [Video 1](#) and [Video 2](#).

They focussed on global advertising and its links to consumers.

“There is a need to educate oneself before we can educate clients. Brands have the power to influence feelings, views and opinions - not those that could be, but those that should be.”

“OE take tools they have learnt from customers and are applying them to sustainability. This is a huge power that needs to be taken advantage of. Organisations could think about simplifying messages, making it easier for people to understand. Hence, taking sustainability and change from ‘have to do’ to ‘want to do’. This can be an unorthodox challenge. The client/agency relationship can be heavy but needs to be honest – it needs to challenge your mind and think outside the box to create real ingenuity and change, getting you out of your comfort zone. These days, brands have trust more than traditional arenas (government, etc.). This should be utilised in an appropriate and responsible way.”
Group Work

Pascal Mittermaier, Head of Sustainability, Lend Lease

Group A: How do we live in the cities of the future?

People … Planet … Profit – Connected Solutions

What changes when our habitat goes green?

- sustainable transport – walk-ability and cycle-ability
- lower running costs – smart energy grid
- improved output and health – daylight and plants
Reduced Cost of Churn, £125,000
Lower Energy Costs, £250,000
Increased Density, £1,700,000
Reduced Rent and Rates, £3,625,000
Brand Enhancement, £1,000,000
Increased Productivity, £3,500,000
Rent Reduction
Energy, waste & water
Staff attraction & retention
Brand presence
Technology
Cost of change
O&M
Portfolio change
Solutions
Carbon cost
Portfolio

Source: Pascal Mittermaier’s presentation
Diane Gilpin, Director, B9 Shipping
Group B: How do we move around in the future?

People, Planet, Profit – speed or scale, flagships of our future
“We need systems approach to tackle the complexities.”

Shipping sector accounts for global greenhouse gas (GHG) emissions of around 4% ... and rising. The International Maritime Organisation (IMO), charged with reducing emissions at Kyoto, has introduced the Energy Efficiency Design Index (EEDI) which excludes small ships. Small ships under 10 000 dwt move 4% of all cargo, and emit 26% of emissions and 250 million tonnes of GHG per annum. (Data sources: Clarksons, Lloyds Register & IMO GHG Report, analysed by UCL Energy Institute).

“Shipping carries 80% of the world’s and 92% of the UK’s trade.”

“Unless we are willing to accept a slowdown in the economy or a significant decline in our standard of living, an improvement in shipping’s carbon footprint can’t be achieved by simply reducing the number of ships or the number of voyages.”

“Shipping demand is a direct function of the demand for world trade. As trade grows, the trend continues to be upward – so too will carbon emissions from shipping.”

“Two ways to reduce trade carried by ship – reduce world trade or transfer the freight to another, less carbon-efficient, mode of transport.”

“The UK, fifth largest trading economy in the world, doesn’t have the capacity to sustain its population – even at a subsistence level – without imports.”
The perfect storm has now been created:

- rising oil prices
- rising global trade – CO2 unsustainable
- existing and growing number of Enhanced Capital Allowances (ECAs)
- inevitable environmental legislation – the EU Emissions trading system (ETS), RED, IMO – tax or levy
- supply chain risk impacting international resilience
- bigger shipping corporates stepping up
- small ships – Achilles heel
- need viable technology solutions.

Source: Diane Gilpin’s presentation
Provocation: **Contextual Parameters: Critical Constraints on our journey to a sustainable 2050**

David Wasdell, Director, Apollo-Gaia Project

‘Apollo’ (Sun) ‘Gaia’ (Earth) energy is coming in from the Sun and into the Earth. 

These are contextual parameters that set our journey into the future.

**“The real stuff and the deep stuff, is what you do with your feelings and your transformation; what do you do with reality on your journey into the future. It is between the planetary stuff and the journey stuff.”**

Gaia is the earth system as a whole.

**“One species has emerged that has had a huge impact on the whole system.”**

**“Population growth is enormous, unleashed in the last one and a half centuries. A species that does that has mined yesterday’s energy, mortgaged tomorrow’s energy – and is using it all now.”**

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**Population Growth Throughout History**

![World Population Chart](chart.png)

**Source: United Nations**

“We’ve impoverished the future and exploited the past in order to live today, and that has consequences. Normally a species that does that – goes to a peak, overshoots and then collapses.”

Financial system powered by debt thinks it can be paid back in the future – we must challenge that – we must have sustainable growth whatever the consequence. Vested interests maintain the status quo in order to maintain profitability.
Future oriented technology is the answer to everything, or we risk regressing into Daoism. We also have to deal with the emergent psychosis when we find reality too complex and painful.

This perfect storm is a meta storm for a meta provocation. The energy assesses imbalance and then feedbacks processes which are driven by change in temperature. It is currently set to be 4 degrees by the end of the century, but probably it will be 10. Consequences and ramifications are huge.

“Sometimes I don’t want to articulate it. The stronger the feedback, the greater the effect. We are being pushed closer and closer to extraordinary non-linear tipping point. We’re way away from equilibrium. Runaway climate change, beyond current computer models.

We have a problem – and failure is not an option.”
Except that we are accelerating the accumulation of GHGs, and feedbacks are also pushing the system even further from balance.
Appropriate Strategic Response to Climate Crisis

Test analysis beyond all reasonable doubt (quantity & timescale)

Declare state of Planetary Emergency

Conduct co-ordinated worldwide programme of public education

Mobilise human civilisation onto a Global Survival Footing

Terminate all activity that increases Net Radiative Imbalance

Generate global scale interventions to reduce current NRI

Conduct all activity in a time-frame appropriate to reality of the Planetary Emergency

Source: David Wasdell’s presentation
Panel Session: Sharing the Content and Learning

Dianne Dillon-Ridgley, Board of Directors, Interface (Chair)

Bill Becker, Executive Director, Presidential Climate Action-Project

Bob Horn, Visiting Scholar, Stanford University

Pascal Mittermaier, Head of Sustainability, Lend Lease

Diane Gilpin, Director, B9 Shipping

Dianne Dillon-Ridgley, Board of Directors, Interface (Chair)

“What David said is so sobering, you just have to take a deep breath. There can’t just be a light-hearted move away from that.”

Bill Becker, Executive Director, Presidential Climate Action-Project

“Next steps in conversation – images came up in group discussion. We need to create a receptive environment for action. We need to internalise externalities. We need to stop subsidising the stuff that harms. Think of climate as a risk to be managed – if you think of it that way you don’t need to think about science – just accept that what David said might happen so our responsibility is to manage that risk. We have to manage the worst case scenario. You have to strengthen the fabric of society and national security needs sustainable development. We need to find new frameworks to talk about this problem. We need to be humble about how we talk about this. Climate change is so vast – you can talk about it in any terms, economic, moral, environmental, security etc.”

Bob Horn, Visiting Scholar, Stanford University

“The strongest thing for me was the small group discussions this morning – what is it that we in the room can do, can be? It has to do with the kind of leadership each of us is willing to undertake. Martin Luther King wouldn’t have been Martin Luther King if he had been the pastor in San Diego. He was the pastor in Montgomery where Rosa Parks wouldn’t give up her seat. That evening the pastors got together and said to Martin, you’re the guy to lead this. He said ‘wait a minute, you guys have much more experience’ and other such excuses. And they said no, you have the talent for this situation, today, in this place. That was Wednesday or Thursday – by Saturday he would give the first speech and take that first step – with the support of the other pastors. It was particularly important to me, for the young people in the room. Martin was 26 years old that evening.”

Dianne Dillon-Ridgley, Board of Directors, Interface (Chair)

“His wife was the single most pivotal person in encouraging him and supporting him in taking this step.”
Diane Gilpin, Director, B9 Shipping

“At 52, I’m having my Martin Luther King moment – I’ve been waiting for someone to take the ship project on, but no one did. And I kept waiting. And every time I have a go, it gains traction and that seems to validate finding the courage to do these things. Find the courage. We all engage with this conversation. There is fear of the feminine … what we’re looking at trying to achieve here could be described as feminine – the community, courage and strength to create a loving environment where we can take huge steps. There is something about Mother Earth, about involving more women in the process, when we will be able to engage with those more compassionate characteristics that we need business to engage with.”

Pascal Mittermaier, Head of Sustainability, Lend Lease

“I am fundamentally a very practical person – the stuff I presented today is not outrageous, it’s imminently do-able. What I really like about this conference is that sometimes I feel a bit fearful that if I push the envelope too far, I lose the connection with the people that I want to try to pull along with me. This has given me the courage and the confidence to push my peers into a more ‘uncomfortable’ zone.”

Dianne Dillon-Ridgley, Board of Directors, Interface (Chair)

“David frightened me. Diane and Pascal gave me hope that you can fill the sustainable space in an economic way. We need both. I came here today looking for epiphany gaps, the ‘aha’s’ we’ve had, and the reason we’ve failed at these gaps.

Don’t ask for whom the bell tolls, the action is you. Well it is – because we’ve all got to do it, but it’s not because there are areas of connectivity that transcend any one individual. Until we are empowered by the release of those constraints, the individual can only make a limited contribution.

If we had power, if you had power, if you reassert it and ask yourself what would we do – produce an action list – to reintroduce education for virtue. Not just originality, but public virtue.

What would you do about Bill Becker’s point about sustainable accounting? We need to know what balance sheets are on energy efficiency, and it should be mandated. Start with what I can do and get on with it.

We need to look at Bob Horn’s mural and have target points, like to do away with a sense of society that was defined by ‘me, myself and I’. As long as we keep this, the moral codes of life will make no progress whatsoever.

I would like to use Maya Angelou’s quote: ‘And the day came when the risk to remain tight in a bud was more painful than the risk it took to blossom’.

One isn’t necessarily born with courage, but one is born with potential. Without courage, one cannot practise any other thing with intensity.

I leave you with hope but I ask for your courage.”
A whole system shift is now underway and accelerating due to increasing interconnections, exacerbated by a global financial crisis. It is driving the expansion of scientific knowledge and rise of human awareness and rise in sharing across boundaries. The potential is huge. This systemic crisis is driving the new solutions, breaking down old silos, connecting the dots and reintegrating the knowledge.

Identifying the dysfunctional cultural DNA strand – like GDP, modern portfolio theory, and a need to reform market metrics - requires deleting obsolete means and paradigms. Discover the wealth of networks. Volunteer, caring and sharing is the Love Economy, but on the basis of what we can do in the paid, official economy, it is all considered as irrational – and the rational is defined as maximising own self-interests competitively.

New networks across old disciplines – there is restoring resilience and lots of decentralisation going on, with leapfrog possibilities in the southern hemisphere. BRICS (Brazil, Russia, India, and China) can leapfrog landlines and go straight to mobiles.

The solar age has greener, cleaner technology. The sun provides annual solar energy, dwarfs any fossil fuel based technology, so people and businesses are now looking up and seeing the sun – we need to learn how to harvest it as well as plants.

The redesign revolution is moving us from scarcity to abundance. We have to face up to peak oil, peak gas, peak everything. Abundance comes from the solar photons that come in every day and the geothermal energy from Earth's core. Everyone can contribute.

Crowd-funding – a kick starter, a community project – is put online and people offer support: now it's all about funding and social enterprise. All old bureaucrats in Washington are very upset about this – they think it will lead to 'pump and dump'. Actually, it's like bypassing Wall Street – people there forgets they are intermediate; they do not actually create money!

Now we have a hybrid economy in the world. Wikinomics and Macrowikinomics. A species evolves; it can regress to an earlier form and then take off from the earlier more immature ecology, and create a new pathway for itself. It is similar to a small beautiful thing going on right now – breaking up big corporates. There is more value in smaller parts than in oversized conglomerates. This is going on across the US, but is not recognised by a dysfunctional government. We are being led by a movement of biomimicry.

“This is leading to knowledge that all of the leading technology in human cultures just mimics nature. We need to focus on the enormous advantage we can get from energy efficiency. Most developing countries are never going to be able to afford nuclear power anyway, but they have an enormous abundance of solar goodness.”

Green transition model is a lower end of production assumptions. Now we need to ramp up solar with energy efficiency and geothermal. We're starting to transform finance initiative. We invite all delegates to our website and to add a signature to www.transformingfinance.net which claims finance is part of the Global Commons (recognised since Bretton Woods).

Ethical Market Media in The Earth Capitalism textbook is advertising a campaign that uplifts society, www.worldbusiness.org, annually at a SRI conference.
Join me for this exercise – take a deep breath, close your eyes, imagine a calm place, a place you remember, love.

Very few people pictured this place indoors. 95% are outside, with nature, with someone you love, someone who mentored you and helped you understand. I think this has been forgotten – how important it is. How our souls are connected to nature. We need that moment of reflection – remembering.

We almost never use the word to ‘member’ something, it is always Remember. We need to have language that works for us. We are very actively remembering the world, putting together a self-conscious membering of our world going forward, and must do so with humility.

“The Future We Want is already here, it’s just not well distributed yet. We need to put equitable lists into it; moving towards ‘we’ and the collective. There is a tension of what is the right price of costing or charging commons of the nature. We should not monetise all of nature. Some things are sacred and valued, beyond the price of what it has. We need to figure out how to value things without monetising them.”

The path of recapturing and recreating has to be cautious with putting people at the centre, as it can have other consequences, like the very self-conscious 21st century project of democratising the world. The US has spent the last 30 years politicising the environment. Instead we should have environmentalised politics. There are distinctions between how we find the right answers. We’re not finding answers; we’re making decisions, choices about how to use resources and what we do. A part of this is to build into the process of making decisions, sufficient flexibility, so when it is no longer correct, we can change. If you change your mind, you’re often considered to be weak, negative. We have to find ways of being flexible, building in the recovery if something isn’t working.

It’s not so much about finding answers as making decisions; we must be aware that often these decisions may have unintended consequences. But we must accept these. Wholeness is being abundant, full of people, love, resources, and species. We are blessed to live in amazingly transitional times. Part of this transition is in the terminology. When historians look back at this era, they’ll tell us what it was. Our responsibility is to be agents of that change.

It’s time to mother Earth. Let’s listen to more mothers, and fathers, and think of ourselves in our roles personally, as opposed to professionally, as a daughter and a mother, and as an extension of humanity. If you are humble enough to understand and hold on to this point, and your level of responsibility as a steward, then your hopes can succeed. Don’t just think, embrace, hold; we must make it real and available for all. This is the task, the opportunity for us now, the change.
Day 2

Session: Introducing the Conference

Tony Manwaring, Chief executive, Tomorrow’s Company

“The objectives of this event weave into this morning’s provocations about leadership. Leadership is touched on by many of the contributions from yesterday. Leadership is about how we lead ourselves. What we create within ourselves. It is profoundly not about how senior people lead from top down in an organisation. Diane Gilpin got so bored waiting for someone else to do it that she did it herself. Now she is a world leader in revolutionising freight and trade shipping. Leadership is about leading at increasingly difficult boundary conditions.”

“There are various ways to introduce people with labels that determine how you view a person and what you expect from them. This is very unhelpful. A leadership role is about ensuring we are not putting barriers, consciously or unconsciously, between ourselves, and disabling the ability for someone to reach their potential.”
Provocation: Being a Citizen

India Gary-Martin, Managing Director, Investment Banking Technology & Operations, JP Morgan

I want this session to leave the day job behind, it is more important to talk about The Future We Want and how we change the face of organisations. Any organisation I’ve been in has had leadership and change issues, and I have always been one to challenge these. When you have people who look and think exactly the same running the business, it’s difficult to affect change. My background is not a typical leadership one.

I was the only woman when I joined investment banking 25 years ago in the technology department, and the only ethnic minority. People can’t understand how challenging that is unless you’re in that situation. Difference is something we should treasure and value – an unconscious bias of experience. An immediate response can be to behave more like what you see around you, bringing value with it. Difference should be something that propels you. When I began changing myself in my role, I realised I was behaving in ways I didn’t recognise and it started to carry into my personal life.

One of the huge influences in my life has been the boss I had. They said I was not behaving like the person they had hired. I was hired because I was unique; they were not expecting me to be like everyone else. This was a changing point for me. I started to understand that who I was really drove the impact I could have. The face of that was quite interesting, I suddenly became who I was, authenticity came through which creates trust. People didn’t really know who I was as they just knew the stereotype I’d become. As soon as you are comfortable with who you are you will have a greater impact. This was a realisation I had in the early 90s and it lead to me suddenly deciding to seek out similar people in the organisation. To whom much is given, much is expected. You must reflect your personal values. The diversity movement gained momentum in the late 90s, where a lot of businesses were driven by financial gain. Diversity is a business driver that people need to buy into. The demographic of people coming out of university is changing. Businesses don’t want to pass by the best possible talent. But you need to balance family life – the cornerstone of what drives you. There is a lot of complexity around being able to manage and balance – this challenges women in the workplace. There are natural breaks in a woman’s life (i.e. childbirth). Women are competing with people who don’t need to take that break. It physically takes you out of the game and this is a very interesting space to play in.

I work with a mentoring circle – of 16-19 year olds, who have been growing for a few years with me. They are high potential ethnic minority students who don’t get the reality of corporate life. Part of the reason I’ve been able to move through organisations is because of a high level and variety of support. Creating The Future We Want comes from a bunch of different places. Five out of the six mentors I’ve benefitted from are white males who have helped me through my professional career. I want to create a world where philanthropy is done ‘just because’. Does it take a tragedy to donate? There is a tragedy every day; we need to look after those who have less than us. I’d like to see a world where people truly buy the business case for diversity - where you are not judged by where you came from or what you look like. People need to behave in an inclusive way.

“The Future We Want starts in our own homes. Modelling this for our families is important. We need to challenge children, husbands, etc., if you can’t challenge these, you can’t expect the world to change either.”
Provocation: Of leadership and revelation

Colonel Chris Keeble, Itinerant Christian Pilgrim and Harris Manchester College, University of Oxford

Colonel Chris Keeble spent 25 years in airborne Special Forces as a soldier, and subsequently has taught ethics for another 25 years. As a soldier, he lived through a practical experiment in ethical conduct, the learnings of which he is now contributing to society.

Chris began his provocation with an allegory of painting from 1819 after a French naval disaster, when a troubled Captain was appointed lead of Medusa. He was 53 years old and hadn’t captained a ship before. The fleet got into a huge storm, the inexperienced Captain wanted to head to shore, the rest of the fleet mutinied and headed out to sea. Officers in the stricken vessel took to the lifeboats, whilst the rest had to make rafts from shipwreck. This is a picture of an incompetent leader. The painting displayed turbulence and crisis, both manmade. You cannot tell in the painting whether it is sunrise or sunset – which can have a huge effect on the mentality of the sailors.

Colonel Keeble also spoke of a poem concerning the power of belief and God. He dared each and every one of us to place God, not man, at the centre of our plans, as the inspiration to the call of our virtue. Belief defines our character, dispositions and will govern our actions, order our emotions and guide our conduct towards what is right and what is good.

“Treat the Earth well for it was not given to you by your parents, it was loaned to you by your children. It's not just The Future We Want, but the past we needed.”

Chris asked delegates to consider their views with the following provocations:

“What do we have to learn to overcome atrocities and become more benign in our approach, and attack is justified? We are fighting for just causes. When is the cause just? When we were colonising, we thought we were justified but we acted badly. Now we think we are acting justly, but are we?”

“At the end of WW2, it was a starting point zero. Do you think if you look at current war situations, do we need to drop to this moment of absolute disaster and intense failure in order to achieve what is now standard?”

“If you don’t believe in God, who do you believe in? If you try to base your future on the wit of man we will end up in another crisis.”

God's Grandeur

THE world is charged with the grandeur of God. 
It will flame out, like shining from shook foil; 
It gathers to a greatness, like the ooze of oil 
Crushed. Why do men then now not reck his rod? 
Generations have trod, have trod, have trod; 
And all is seared with trade; bleared, smeared with toil; 
And wears man's smudge and shares man's smell: the soil 
Is bare now, nor can foot feel, being shod.

And for all this, nature is never spent; 
There lives the dearest freshness deep down things; 
And though the last lights off the black West went 
Oh, morning, at the brown brink eastward, springs -- 
Because the Holy Ghost over the bent 
World broods with warm breast and with ah! bright wings.

Gerald Manley Hopkins (1844–89)
Provocation: Sustainable behaviour

Wade Ferguson, Executive Director, Vermillion Institute

We are witnessing so many different perspectives. I sincerely hope to assist these perspectives, both positive and provocative. Four years ago, Vermillion researched into sustainable behaviour, and has been researching ever since. Some of the findings echo what Bill Becker (see page 15) was saying yesterday, but it is not enough to say what the future we don’t want is. We need to look at *The Future We Want*. What does it take to sustain the right behaviours over time? Our report from the early 90s claimed most adults ‘get’ the risk of unmanaged environmental impacts. However, we are voting as citizens and consumers, driven by different factors. It’s not a straight line between knowing what to do and doing it. There are still lots of ‘guilt’ messages to encourage support.

There are 4 key aspects to behaviour:
- Cognition
- Motivation
- Behaviour
- Sustainment

Following Maslow’s Hierarchy of needs (*Toward a Psychology of Being*, 1999), people need to satisfy their needs in the following stages: physiological, safety, love/belonging, esteem and self-actualisation. On top of this, Kohlberg (*The Philosophy of Moral Development*, 1981-1984) identified that everyone goes through the same behavioural changes in life. Children are initially self-centric. During adolescence, they discover society and how this impacts their family. Their behaviour impacts people they’ve never met and other people’s behaviour impacts them. In his scale, there are 6 levels. In level 3, both adults and children are concerned with morals and ‘good society’. Most adults are at level 4 where they do things that defend society and law and order sustains the existing power.

Gilligan (*In a Different Voice: Psychological Theory and Women’s Development*, 1982) claims that this model is incomplete as it ignores that caring, justice and fairness is different to for men and women. The Ethics of Caring is an instinct to look out for the vulnerable among us. Caring can be a very intense, positive emotion. The desire to care (for children) trumps the desire to be fair. Success is not measured in one grand gesture, but hundreds of actions and choices over years.

Moral behaviour can either be reinforced and cyclical, or undermined and interrupted. People have a sense of what they should do but they have to be confident to do it safely, e.g. a choice between a more expensive green product and family economic security. If customers are not comfortable with prospects of getting desired outcome, even eco-conscious consumers are going to buy the cheaper thing because they feel the action will not make a difference.

“If you are keen and passionate for action, you should be like a duck on water - calm, talking to lots of people, with your feet going crazy under the surface. We must not paint too bad a picture at workplaces and personal activities. If we come across as crazy, people won’t listen to us. We need to know about progress - look for real and measurable tangible actions to support and learn from. We need more aspirational leadership that is based on real progress. Be flexible, not black and white. Justice arguments work when you can quantify them in government and law.

Ultimately, caring is the key!”
Provocation: Consciousness capital

David Carter, The Mentor, DCMC

David Carter is coaches CEOs, as he sees influencing CEOs as a key to influence business. He started with eleven statements and asked for yes/no responses.

- If everyone in the world were more conscious, there would be less bad things in the world.
- You can learn to become more conscious.
- The combined influences of business, greed and money make the world go round much more than religion and politics.
- The combined influence of business, greed and money lack the consciousness we need to avert a human disaster.
- The consciousness of any organisation can never be greater than the level of consciousness of its leader.
- If the world would be led by more leaders like Mandela etc., the world would be safer from itself.
- If we carry on with our current unconsciousness, there is a greater chance we'll wipe out existence in the next 200 years.
- Global population expansion is unsustainable.
- Not one baby ever born knew naturally how to hate. Not one baby ever born knew anything other than conditional love for other humans.
- If I knew what to do and how to help and be part of the solution, I would. I intuitively know I need to start inside me to find a solution, I know the journey starts with me
- I am conscious.

There are lots of things unsustainably broken, and we want to be part of the solution.

It is important to understand the mindset of an average CEO, how to talk, react and respond to things. CEOs don't listen to rants that feature in most media. Are we doing the wrong things to get the right conversations? I asked this list of questions to 100 CEOs. They are fed up of being perceived as knowing the answers but not acting on them. Maybe they don't know the answers. Consciousness can be learnt. EQ is more important than IQ – if you have emotional intelligence you can understand impact, and successful powerful people have great EQs. They know how to manipulate people, and it is not necessarily used for good. It can be used positively and negatively. This is linked to how you hire people. Now there is also SQ (spiritual quotient). We can propose that all Board Members should have an A-Level in consciousness. We all talk about it like we know what it is. It’s not easy to define. We all feel we know what it is. I propose leaders need some form of consciousness training and certification.
Break-out groups: Leading change to create

*The Future We Want*: How am I going to change my behaviour and organisation?

Questions posed by the facilitators:

**Personal Leadership**

- How can I contribute?
- What’s stopping me?
- How do I overcome?
- And
  - How can I contribute?
  - What’s stopping me?
  - How do I make progress?

Two group discussion tables:

- “*The room gelled together during Wade’s presentation.*”
- “We’re doing a lot of talk, but it’s not enough, we need to have more solutions. We need big organisations to come together for solutions.”
- “We need institutional response relative to the size and scale of a problem, but we currently don’t have this.”
- “Lots of people in large organisations would prefer to be in smaller nimbler groups. In theory everyone is rowing in the same direction, but there is so much lack of clarity and common purpose – so it is really the individual who can start this. Many large companies admire the nimble approach.”
- “Democracy and discourse inside very large organisations is extremely important. We need to find precisely that cutting edge that small nimble organisations have. We can do this by incorporating sustainability in the final decision making process, not as an add-on. Simple measure – before we knew the full details of this problem, every dollar invested was a moral dollar although it resulted in bad things. Now every dollar invested is not linked to green/sustainable issues, it is an immoral dollar. All existing ones are moral as they were in a different sector. In the inner ring, Dante is punished by having his head turned back, so he is always walking backwards. We’re now acting as if we don’t know, but we do.”
- “It’s feeling heavy, and heavy does not lead to hope. We need hope. There are a lot of things making the message much worse than expected. The same fundamentals can give us hope. Four days before, the pond looked empty with no progress. But this can be used for hope. Just because we’re not seeing progress does not mean we won’t see it in ten years’ time. It won’t be a straight line. We are bringing gifts to the table, a power of multiplication not addition – paradigm for hope.”
“The UN probably can’t lead, but an international government could be effective. Nimble but authoritative. You’d need some very smart way of making this understood by the public.”

“There is a South African saying – ‘If you have come to help me, go home. But if you realise that your destiny is tied to my destiny then we can take hands, join together and create a better world’.”

“If big corporations are so influential, then those leading them need to take on the moral authority for the common good – the sum of all conditions that allow people to flourish. Cost of damage to common good should be borne by financial and economic institutions. The person comes first for The Future We Want.”

“Sustainability at the heart. This word can have negative responses. What do you understand by sustainability? By explaining it to people, you can have a positive response. Implies different things. It is not about sustainability, it’s about what you love and care about. The word is transitional.”
Group A

Facilitated by Laurence Barrett, Principal, Laurence Barrett Associates

- Greatest challenge – “We have the option not to engage and fear doesn’t galvanise action.”
- Generational challenge – “Let’s party and die.”
- How to build governance that is not handcuffed to rational interests
- The need the single-minded determination/vision
- Reflect the ‘voice’ of one planet in organisational decision making
  - Leverage crisis
  - Identify who matters - senior leaders (the impact of individuals)
  - Bottom up pressure (employees)
  - Consumer pressure
- Are we doing as much as we could within our own spheres? (How much more profoundly could we do?)
- We are seeing more interest in coordinated collective action
- Inclusion – i.e. include young people in the conversation
- Focus on what we can bring individually and collectively
- Positive communication - How do we show people consequences of actions in an inspirational way?
- Forget intellectualism and doom-and-gloom
- Use media to build awareness - No single, universal message – making it relevant to people
- A framework that leaders can get behind
- Recognise the status quo and work with it, not against it
- Using the skills of the corporations to get things done – who is here? – Capability directory
- How do we deal with the extreme scenario? – How do we take this forward? – How to deal with the personal shock?
- How to integrate sustainability into life
- Take small steps to build a bigger change
- Build on basic human instincts to help others
- What are the skills to gracefully transgress boundaries?
- Being for something, not against
- The importance of education – do people understand the issues?
Group B

Facilitated by Grahame Broadbelt, Director of Development, Tomorrow’s Company

- Global governance systems
- Understanding human motivation
- Education = Awareness
- Better educational methods
- Deploying our own networks to get to key power/senior people
- Transparency of business/companies
- Sustainability message varies to different audiences
- Sustainability sign off on decisions (e.g. Lend Lease)
- Moral vs. immoral
- Diversity of thinking on boards?
- Family and private business
- Regulation embedding long-term
- Avalanche of leadership
- Meeting of sector/organisations (individual actors against each of Bob’s ‘Must-haves’ (convened by a ‘foundation’), develop Bob’s oceans stream
- Bob’s oceans stream
- Using institutions and celebrities to endorse and publicise, while ordinary people could provide (e.g. Oxfam ad) bottom up stories that people can relate to
- Decision communities: different levels (aggregates) and scales
- Equivalent to The Intergovernmental Panel on Climate Change (IPCC) across each ‘must-have’ (as a decision community)
- Collaboration and Communities
  - Everyone here is an asset
  - How can I harness the power of organisation in this room?
  - How can we work together and leverage our knowledge?
Provocation: How humans are fulfilling their ‘species destiny’

Dr. Kevin Caley, Research and Conservation Executive, Twycross Zoo

Kevin is a Research and Conservation Executive at Twycross Zoo. He is a zoologist and marine biologist, with a PhD in evolutionary ecology. Among his many exploits, he has been a member of the development team for The Biodiversity Consortium (which later became The Virtual School for Biodiversity), which brought biodiversity awareness back into the university curriculum. As an ardent field naturalist who has interests in increasing the biodiversity awareness of the general public, he has been involved in the virtual, expert peer-reviewed, The Encyclopedia of Earth. Today will be focusing on food webs and how humankind is fulfilling its biological destiny.
Our Impacts

Currently (2022), Humankind is acting as a top predator, but is breeding like a prey species without a top predator. Result: rapid population growth and population persistence.

If it continues ‘as Nature would’, humans will destroy every habitat, aquatic and terrestrial, completely use up all resources, and then succumb to disease and territorial war — it will catastrophically shrink Planet Earth will survive and prosper again — we just want to be there with it.

We are entering a new phase, where there will be a battle for resources such as water, fuel and food, for space, for ‘health needs’ and for conservation needs between ‘business’ in its broadest sense (i.e. currently perceived human survival needs) and NGOs. Wildlife is likely to lose out. Already, ‘Food Security’ divides the world up for agricultural needs and ignores the needs for water sustainability and wildlife: animal, fungal, plant, protist and ‘bacterial’.
Pushing our ecological services to the limit and beyond

Information from TED: Johan Rockstrom, "Let the environment guide our development"

Stage 3: How 'Connecting Nature' is getting involved

Connecting Nature
Reconnecting people with nature; combating the Nature Deficit Disorder.
Bringing people closer to nature so that they can see nature and better understand nature.
Then they can be better at protecting it

Source: Dr. Kevin Caley's presentation
Provocation: Welcome to the Bionic Age: The Era When Science Fiction Becomes Science Fact

Melissa Sterry, Director and Head of Technology, Earth 2 Hub

In 2012 ‘age’ was defined as a problem and defined as one of the big sustainability issues. But with advancements in health we could extend the period over which people live and improve their quality of life. Our built environment is designed in the wrong way - we’ve been naïve and ignorant about pollutions.

McDonald’s saw a business opportunity in obesity – it started to crack some of the things that really bugged us for some time – local food, getting rid of cancer.

Viruses and ideas of pandemics in I Am Legend-type horrendous scenario when a virus spreads across the world and brings civilisation to its knees. While viruses will strive to overcome challenges like drugs, we have other weapons in our arsenal. The world can use ICT and technology. At The Yale School of Public Health they have developed an ‘app’ to warn the public about potential pandemics. This is both a commercial opportunity and an intervention.

We use disruptive technology such as smart phones to access education across Africa. All you need to be part of the 21st century is your banking, your education etc. on your palm.

Education gives people opportunities. To paraphrase Plato ’The city is a world of two sides – plenty of opportunity for the wealthy and educated – but for the poor they live in the most destitute of situations.’ We need to re-invigorate and re-invent the rural.

We need to reduce light pollution. We need to remember and realise that it’s not all about us.
Panel session: How to create *The Future We Want*, a tool-kit and a roadmap - sharing the content and learning from the open space workshops

Dianne Dillon-Ridgley, Board of Directors, Interface (Chair)
Bill Becker, Executive Director, Presidential Climate Action-Project
Bob Horn, Visiting Scholar, Stanford University
Pascal Mittermaier, Head of Sustainability, Lend Lease
Diane Gilpin, Director, B9 Shipping
Krushil Patel, ZSL’s Youth Ambassador
Leslie Dighton, Chairman, The Chairmans Club

- There needs to be a moral movement with moral courage
- We need to have more cross generational dialogues
- How do we become better people?
- *The Future We Want* is a courageous space to move in to
- We need to move beyond a sense of helplessness and hopelessness
- How do you re-engineer the world?
- Break down judgements about people
- Brand mothers
- Duck analogy – calm on top, frantic underneath. We have flipped this, and we are going crazy on the surface and not much is happening underneath
- Hope, interdependencies, transformation – we keep coming back to hope
- Fire up the epiphanies
- Very easy to revert to belief that hope is going to pull us into significant and sufficient action
- People see sustainable development as a hindrance on top of current woes – it should be seen as an opportunity
- Solutions will come from all different scales; from individuals to global, taking account
- What does it say about our political system that no one has seen it as the solution for the biggest problem facing humanity?
- Your own brand can become diminished – self-interest – this might start to change the dynamic of leadership
- “Until you know *The Future We Want*, you will stay locked in the present.”
- Leadership needs to speak to the past, present and future in its own self-interest
- We want the output of this to be a framework that we refine and develop into the means to get to *The Future We Want*
Part 3
#tcfuturewewant
<table>
<thead>
<tr>
<th>Name</th>
<th>Time</th>
<th>Tweet</th>
</tr>
</thead>
<tbody>
<tr>
<td>Martin Brown</td>
<td>30 Apr</td>
<td>RT @jvinsunner: #futurerewant @dgilpin: the economy is a wholly owned subsidiary of the environment</td>
</tr>
<tr>
<td>Tony Manwaring</td>
<td>30 Apr</td>
<td>Fascinating given my faith discussion at #futurerewant: my religion is very simple: my religion is kindness Dalia Lama @peacefulday</td>
</tr>
<tr>
<td>Tony Manwaring</td>
<td>29 Apr</td>
<td>Mexico to cut carbon 30% below business-as-usual growth by 2030 and 50% percent by 2050. bit.ly/1enk49 @futurerewant</td>
</tr>
<tr>
<td>Tony Manwaring</td>
<td>29 Apr</td>
<td>That Feels Nice: The Internet is just a world passing around notes in a classroom Jon Stewart: True watching shelter falls at #futurerewant</td>
</tr>
<tr>
<td>Ivana Petovska</td>
<td>29 Apr</td>
<td>@tonymanwaring: thank you for having me there, #futurerewant Headstart towards the Vision accomplished.</td>
</tr>
<tr>
<td>Tony Manwaring</td>
<td>29 Apr</td>
<td>@lusabramao: check #futurerewant tweets: stunning. Bus Sheffield email: Be proud.</td>
</tr>
<tr>
<td>Tony Manwaring</td>
<td>29 Apr</td>
<td>Excellent job Anahinde and @lusabramao: presenting the toolkit guiding principles to get to the future we want #futurerewant</td>
</tr>
<tr>
<td>Tony Manwaring</td>
<td>29 Apr</td>
<td>Thanks @ZSL: @Better_planet #futurerewant conference is finished. Some great conversation took place. #RedPlus20</td>
</tr>
<tr>
<td>Tony Manwaring</td>
<td>29 Apr</td>
<td>@IvanaPetovska: Sustainability - 1st awake thought of today #futurerewant neat and thanks!</td>
</tr>
<tr>
<td>Tony Manwaring</td>
<td>29 Apr</td>
<td>Fashion sneakers will turn back time. @MelissaSterry: @OnTheWOMAN with @WALK_BION edition Nike bionic boots #futurerewant</td>
</tr>
<tr>
<td>Tony Manwaring</td>
<td>29 Apr</td>
<td>@jvinsunner: #futurerewant if we want to engage the world we need to be smart and communicate in people’s terms and language.</td>
</tr>
</tbody>
</table>
| Tony Manwaring   | 29 Apr | @franklasdka: How to create a #futurerewant panel? #futurerewant instag.amp/#ZLoETNey7 @futurerewant |}

**tomorrow's company**
Tony Mannering @tonymanwaring 28 Apr
Thanks for co-creating #ftfuturewtenant @MelissaSterry @franidaskova @luisabramao @emmarbarkamb @diglipn @davidmcarter @Tomorrows_Co vols
Expand

Mo Humphries @mohumphries 27 Apr
#ftfuturewtenant - 12+ provocations & chat give much to reflect on Powerful stuff! Thanks for all your work @Tomorrows_co Team @tonymanwaring
Expand

Mo Humphries @mohumphries 27 Apr
Mo Humphries your perspective today looking back at 2012 from 2050 was great Very inspiring & much food for thought! Thanks #ftfuturewtenant
View conversation

MELISSA STERRY @MelissaSterry 27 Apr
Team #ftfuturewtenant inc @Tomorrows_co @tonymanwaring and Bill Becker - well done on putting together a stunning conference! #RoPlus20
Expand

Frank Da Silva @frandasilva 27 Apr
PPF @grahamejamesb @tonymanwaring @luisabrama @Tomorrows_co and this for the super event #ftfuturewwant
Expand

Justin Keeble @justinkeeble 27 Apr
#ftfuturewwant you must be exhausted! Hearing good things about the last two days. Hope it was a success #ftfuturewwant
Expand

ZSL Rev20 @before_planet 27 Apr
#ftfuturewwant conference is finished. Some great conversation took place. #RoPlus20
Expand

diane diglipn @diglipn 27 Apr
#ftfuturewwant that was some gig! Well done lc @luisabramao @tonymanwaring et al. Thanks for coming @vinsummer @essadarley
Expand

Grahame Broadbeit @grahamejamesb 27 Apr
@leslieighton the challenge for us all is that we need to transgress our own comfort level to tackle sustainability #ftfuturewwant
Expand

vinsummer @vinsummer 27 Apr
#ftfuturewwant Leslie Dighton for society to flourish we need new corporate leadership and we all need to transgress our own comfort levels
Expand

David CM Carter @davidmcarter 27 Apr
Excellent Conference with Tomorrows Company in London. Great dialogue with excellent attendees. #ftfuturewwant
Expand

Luisa Bramao Ramos @luisabramao 27 Apr
Dighton - calm on the surface, frenetic underwater - I think this swan is actually upside down - it needs to be restored #ftfuturewwant
Expand

Grahame Broadbeit @grahamejamesb 27 Apr
RT @franidaskova How to create a #ftfuturewwant (panel)
#ftfuturewwant instagr.am/p/72LoETMey/
View photo

Luisa Bramao Ramos @luisabramao 27 Apr
DGN: this conference a culmination of wisdoms & going forward open your eyes wide - still a lot for us to see #ftfuturewwant
Expand

vinsummer @vinsummer 27 Apr
#ftfuturewwant @diglipn the economy is a wholly owned subsidiary of the environment
Expand

Luisa Bramao Ramos @luisabramao 27 Apr
Are we developed because we have stuff or are we developed because we have humanity? #ftfuturewwant @diglipn
Expand
Luisa Bramao Ramos @luisa Bramao
"have to breakdown all our judgements about who we think we can talk or should talk to; everyone needs to be heard @dgpin
#futurewewant"

Frank Da Silva @frankdasilva
"How to create a #futurewewant (panel) #futurewewant instagrampic.twitter.com/7ZLoETMEYQ"

GeeBiZ @GeeBiZ
"Bill Becker talks about the need to recognise need for intergenerational collaboration to achieve #sustdev @ final panel #futurewewant"

Graham Broadbelt @grahamjames6
"RT @frankdasilva: The Big Cs - Consciousness Collaboration Culture Change #futurewewant instagrampic.twitter.com/7XICt12MDk"

Frank Da Silva @frankdasilva
"The Big Cs - Consciousness Collaboration Culture Change #futurewewant instagrampic.twitter.com/7XICt12MDk"

Vinsummer @vinsummer
"#futurewewant there is talk of actions to fix the world and to enable and free people to use talent... Prefer latter"

Vinsummer @vinsummer
"#futurewewant no will be the most talked of city over next few years but not for climate issues but for sport"

Luisa Bramao Ramos @luisaBramao
"Preparing to present the toolkit/guiding principles to get to the future we want #futurewewant"

Vinsummer @vinsummer
"#futurewewant if we want to engage the world we need to be smart and communicate in people's terms and language"

Tony Manwaring @tonymanwaring
"@MelissaSterry Ice age & previous catastrophes spur human innovation, diversity, renewal: millennia of collaboration shows way #futurewewant"

Tony Manwaring @tonymanwaring
"@MelissaSterry @earth2hub taking us to the future - a wow!!! #futurewewant #futurewewant"

Frank Da Silva @frankdasilva
"#futurewewant @earth2hub nice audience instagrampic.twitter.com/7QH4X7MBVb"

Frank Da Silva @frankdasilva
"Challenges of incoming cities #futurewewant @earth2hub @melissasterry instagrampic.twitter.com/7Qn9G7MBVb"

Frank Da Silva @frankdasilva
"@melissasterry @earth2hub instagrampic.twitter.com/7Qa9L7MVhV"

Graham Broadbelt @grahamjames6
"RT @frankdasilva: Welcome to the Bionic Age: The Era When Science Fiction Becomes Science Fact #futurewewant @earth2hub techPEFy"

Frank Da Silva @frankdasilva
"Welcome to the Bionic Age: The Era When Science Fiction Becomes Science Fact #futurewewant @earth2hub instagrampic.twitter.com/7TF95tGzPHf"
Graeme Broadbelt: **@grahamejames8**
27 Apr
RT @frankdasilva Intro #futurewewant @melissasterry instagramp/UTPQPTMBT/
View photo

Diane Gilpin: **@dgiep**
27 Apr
@MelissaSterry - #futurewewant hooray!
View photo

Frank Da Silva: **@frankdasilva**
27 Apr
Intro #futurewewant @melissasterry instagramp/UTPQPTMBT/
View photo

Graeme Broadbelt: **@grahamejames8**
27 Apr
RT @frankdasilva: Pledge for a Better Planet - Client Earth #futurewewant instagr amp/UTPDgBTMA/
View photo

Frank Da Silva: **@frankdasilva**
27 Apr
Pledge for a Better Planet - Client Earth #futurewewant instagramp/UTPDgBTMA/
View photo

Luisa Bramao Ramos: **@luisaramos8**
27 Apr
in order to protect nature, we need to get closer to nature #futurewe want
Expand

Graeme Broadbelt: **@grahamejames8**
27 Apr
we now know that the greenhouse effect may become the major cause of species extinction in the coming century #futurewewant
Expand

Tony Manwaring: **@tonymanwaring**
27 Apr
Humans like burning cinders & poisonous gases from giant volcano across earth David Forman @Redwing institute #TwycrossZoo
#futurewewant
Expand

GEEBIZ: **@GEEBIZ**
27 Apr
Dr. Chealy on the state of the environment & our future: "planet earth will survive & prosper again, we just won't be there" #futurewewant
Expand

Frank Da Silva: **@frankdasilva**
27 Apr
Pledge for a Better Planet #futurewewant instagramp/UTPOHMYMG/
View photo

Graeme Broadbelt: **@grahamejames8**
27 Apr
human are acting as a top predator but breeding as a prey species without a top predator #futurewewant our species destiny?
Expand

Mo Humphries: **@mo_humphries**
27 Apr
Thought provoking trailer Plastic Ocean coming to a cinema near you in 2013! @PlasticOceansFoundation #futurewewant
Expand

Tony Manwaring: **@tonymanwaring**
27 Apr
#TwycrossZoo humans fulfilling destiny through overpopulation, dumping, habitat damage, kicked through earth's footprint #futurewewant
Expand

Graeme Broadbelt: **@grahamejames8**
27 Apr
RT @frankdasilva: Dr. Kevin Chealy presentation - How humans are fulfilling their 'species destiny' #futurewewant instagramp/UTM622AA/
View photo

Tony Manwaring: **@tonymanwaring**
27 Apr
#TwycrossZoo comparing @Yellowstone with and without wolves, with more insects and trout as ecosystem heals #futurewewant
Expand

Tony Manwaring: **@tonymanwaring**
27 Apr
#TwycrossZoo on how humans are fulfilling their 'species destiny' playing #kevinkings with ecosystems #futurewewant
Expand

Frank Da Silva: **@frankdasilva**
27 Apr
Dr. Kevin Chealy presentation - How humans are fulfilling their 'species destiny' #futurewewant instagramp/UTM622AA/
View photo
Grahame Broadbelt @grahamejamesb 27 Apr
watching a film about how plastics are killing our oceans in our ‘plastic age’ Wow! #futurewewant
Expand

Tony Manwaring @tonymanwaring 27 Apr
Impressive @davidmcarter on building #consciousness capital to create #futurewewant #futurewewant
Expand

Tony Manwaring @tonymanwaring 27 Apr
Thanks @india_gm for joining #futurewewant, inspirational on leveraging difference to drive #business success and achieve #sustainability
Expand

Grahame Broadbelt @grahamejamesb 27 Apr
globally 300m tonnes pa plastic produced 150m tonnes pa thrown away, throw away indestructible stuff! Big problem oceans #futurewewant
Expand

Frank Da Silva @franksalva 27 Apr
We produce 300 million of plastic every year #futurewewant instagr.am/p/UKT1MAH/
View photo

GEEBIZ @Gee2012youth 27 Apr
David Jones: “This time, right now, in the future will be known as the plastic era” #futurewewant #youth
Expand

Tony Manwaring @tonymanwaring 27 Apr
#PlasticsOceans at #futurewevant 300m tonnes pa, half used once, uses 9% petrochemicals beautiful and scary
Expand

Frank Da Silva @franksalva 27 Apr
#futurewewant instagr.am/p/UKI1TMP/
View photo

Frank Da Silva @franksalva 27 Apr
My #twitter feed on the big screen at #futurewewant instagr.am/p/2/6/8PFT0D/
View photo

ZSL Rio+20 @betterplanet 27 Apr
Treat the earth well it was not given to you by your parents but loaned to you by your children. Great quote from #futurewewant
Expand

Grahame Broadbelt @grahamejamesb 27 Apr
sustainability is about all those things that instinctively care about, children, friends, love. the need to frame the word #futurewewant
Expand

Grahame Broadbelt @grahamejamesb 27 Apr
often big companies wish they were smaller and nimble like NGOs #futurewewant
Expand

GEEBIZ @Gee2012youth 27 Apr
#youth remains out of the #misddevel conversation at #futurewewant. Let’s hope that changes later on
Expand

Frank Da Silva @franksalva 27 Apr
At #futurewewant group discussion with @MelissaSterry reanthrop
Expand

Luisa Bramae Ramos @busabramae 27 Apr
Really successful, powerful people have a phenomenal Emotional Intelligence Quotient #futurewewant
Expand

Katherine Rusack @krusack 27 Apr
RT @UtanaTob Real change is not driven by governments or corporations but by people on the ground. #futurewewant @india_gm
Expand
60
Luisa Bramao Ramos @luisabramao
27 Apr
@futurewantIndia Gary Martin, JP Morgan: Inspirational on creating world where we are ALL heroes & not BIZ case for embracing difference Expand

Vinsumer @vinsumer
27 Apr
@futurewantIndia Gary Martin...we need to buy business case for diversity Expand

ZSL Roc20 @better_planet
27 Apr
At the #futurewant conference. Follow the conversation. Expand

GEEBIZ @GeebiYouth
27 Apr
If you could join the conversation, what would you tell Bill Becker & others about the future YOU want? #futurewant #youth @road2xyz
Expand

GEEBIZ @GeebiYouth
27 Apr
If you could join the conversation, what would you tell Bill Becker & others about the future YOU want? #futurewant #youth @NYC2012
Expand

Luisa Bramao Ramos @luisabramao
27 Apr
Day 2 underway at the ICAEW council chamber. Time for team toolkit to synthesise #futurewant
Expand

GEEBIZ @GeebiYouth
27 Apr
If you could join the conversation, what would you tell Bill Becker & others about the future YOU want? #futurewant #youth
Expand

GEEBIZ @GeebiYouth
27 Apr
Excited for this new day @ #futurewant event. Let’s see if the role of #youth stands out more in the talk on #futurewant .
Expand

diane gilpin @digiloon
27 Apr
@futurewant financing ship built with alternative currency - sounds crazy, feels possible.
From Tower Hamlets, London

diane gilpin @digiloon
27 Apr
@futurewant A Great Exhibition - virtually? Game? @vinsumer
From Tower Hamlets, London

GEEBIZ @GeebiYouth
27 Apr
Bill Becker: “Acting on #ClimateChange is of national interest! Do you think it would be better addressed as a risk? #futurewant #youth
Expand

GEEBIZ @GeebiYouth
27 Apr
Vacation sequestration: #bandaid for #ClimateChange & #sustdev? Thoughts? #youth #futurewant #greenconomy
Expand

GEEBIZ @GeebiYouth
27 Apr
Bob Horn at #futurewant encourages us to “get going!”
#greenconomy #youth
Expand

GEEBIZ @GeebiYouth
27 Apr
Leslie Dighton @ yesterday’s #futurewant conference “Unbind our minds & commensurate what it would take to shift to a new paradigm”
Expand

GEEBIZ @GeebiYouth
27 Apr
Leslie Dighton: “The greatest threat we have to face is us” What are your thoughts? #futurewant #youth #entrepreneurship #sosten
Expand

GEEBIZ @GeebiYouth
27 Apr
Amazing day yesterday @ ICÆW for the #futurewant conference on new paradigms for a sustainable 2050. Thoughts from #youth?
#Futurewant
Expand
Ivana Petovska @ivana_petovska

62

Already looking forward to the 2nd day of the Future We Want Conference :) #futurewewant

Expand

vinsummer @vinsummer

26 Apr

Time for a beer in the cafe #futurewewant might help :) Expand

Katherine Rusack @krusack

26 Apr
@gulabramao great new TC website - well done to everyone involved! #futurewewant

Expand

Katherine Rusack @krusack

26 Apr
2 very different events today #futurewewant & reconnected both concluded more effective collaboration is way to solve our 301 issues Expand

Mo Humphries @mohumphries

26 Apr
@krusack sorry only just seen your tweet. Are you going tomorrow? If so I'll definitely look out for you! (Changed hashtag) #futurewewant Expand

CTC @changenetconv

#futurewewant Let's talk more about shifting consciousness, rebuilding democracy and reinvigorating the corporation please?

Expand

Joana Casaca Lemos @joana_cl

26 Apr
@Kingsbay was this for me? thank you miss-tweeted :) RT The rise of the mad woman! With @joana_cl at #futurewewant

Expand

andy chapman @bradedriver

26 Apr
#futurewewant Let's talk more about shifting consciousness, rebuilding democracy and reinvigorating the corporation please?

Expand

CTC @changenetconv

Day 1 #futurewewant green roofs and zero carbon ships are great, of course. But this is not primarily a crisis of technology is it?

Expand

andy chapman @bradedriver

20 Apr
Day 1 of #futurewewant match report - some great speakers, some less so. Some hope. Some pain terrifying stuff. Where's the interactivity?

Expand

CTC @changenetconv

Day 1 of #futurewewant match report - some great speakers, some less so. Some hope. Some pain terrifying stuff. Where's the interactivity?

Expand

rachel sinha @RachlSch

26 Apr
Thank you! RT @tonymanwaring Excellent @RachlSch in action learning from @TheFinancial2 building new culture needed #futurewewant

Expand

Katherine Rusack @krusack

26 Apr
Very inspirational, challenging & all times terrifying #futurewewant event. Lots of food for thought. Look forward to following twitter tweets

Expand

Jamie Saunders @futurisedge

26 Apr
Hazel Henderson @ethcmarkekt hybrid economy, crowd funding replacing Wall Street, undoing disintermediation #futurewewant - Tony Man

Expand

Jamie Saunders @futurisedge

25 Apr
We've impoverished the future & exploited past for today - that has consequences. Peak overshoot & collapse reenergy #futurewewant - Luis

Expand

Jamie Saunders @futurisedge

25 Apr
@LendLease Pascal Millemair gets us thinking about how we will live in and build #futurewewant - rethinking basics to fund solutions

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wmm
Tony Manwaring @tonymanwaring 25 Apr
Dianne Dillon Dickley, don't politicise the environment - environment - politics #futurewewant Expand

Vinsummer @vinsummer 25 Apr
picturewewant all roads take me to conversations not transactions they are they our way to fueling a new journey Expand

Grahame Broadbelt @grahamejambs 25 Apr
dianne Dillon says we are now re-membering the world as part of charting our route to the future we want #picturewewant Expand

Vinsummer @vinsummer 25 Apr
picturewewant thoughtful day ... it's the inspirations that linger ... Take the risk of winning Expand

Harriet Kingaby @HarrietKingaby 25 Apr
See the videos that saw us called 'mad women' at the #TCPFutureWeWant conference: ow.ly/arp2z and ow.ly/arp8B Expand

Tony Manwaring @tonymanwaring 26 Apr
Hazel Henderson @ethicalmarkets stop the intimidation of asset owners! Reset finance as part of global common #picturewewant Expand

Tony Manwaring @tonymanwaring 26 Apr
Hazel Henderson @ethicalmarkets green economy transition scoreboard at $3.5tn and rising, hedge: #risk, capitalise others. #futurewewant Expand

Grahame Broadbelt @grahamejambs 26 Apr
RT @vinsummer: picturewewant Leslie Deighton , we must change society from being about i, me and myself Expand

Tony Manwaring @tonymanwaring 26 Apr
Hazel Henderson @ethicalmarkets hybrid economy, crowd funding replacing Wall Street, undoing disintermediation #futurewewant Expand

Tony Manwaring @tonymanwaring 28 Apr
Hazel Henderson @ethicalmarkets we need to be as good as nature in harnessing abundance of free photons from the sun! #futurewewant Expand

Tony Manwaring @tonymanwaring 28 Apr
Hazel Henderson @ethicalmarkets paradigm shift learning from rationalisation economy, power of network, solar age #futurewewant Expand

Tony Manwaring @tonymanwaring 28 Apr
picturewewant gets even better: Hazel Henderson @ethicalmarkets talks about global systemic transformation driving new solutions Expand

Vinsummer @vinsummer 28 Apr
picturewewant Leslie Deighton , we must change society from being about i, me and myself Expand

Luisa Bramao Ramos @laisabramao 26 Apr
@hazelhenderson live from Florida #futurewewant @emmabarklamb yfrog.com/LHd62Dq Expand

Luisa Bramao Ramos @laisabramao 26 Apr
Martin Luther King moment. at 26, deciding to take that step, to make that change #courage #futurewewant Expand

Vinsummer @vinsummer 28 Apr
picturewewant can we unleash talent to solve our problems ... Yes @dgzipin and pascal show the way . But we need 1000s more Expand
Luise Bramao Ramos @iisabramao 26 Apr
Pascal mittermaier - today has given me courage and confidence to push envelope with my peers #futurewewant
Expand

Vinsummers @vinsummer 26 Apr
Find the courage to engage @digitpin #futurewewant # Expand

Vinsummers @vinsummer 26 Apr
#futurewewant bill Becker we need to create a parade for our leaders to lead # so right ...
Expand

Vinsummers @vinsummer 26 Apr
#futurewewant david wasdell we need to declare planetary emergency
Expand

Katherine Rusack @krusack 26 Apr
@DavidWasdell says expect 10+ degree climate increase. Sometimes I can't write up my research because don't want to share it
#futurewewant
Expand

Jyoti Banerjee @jyob 26 Apr
Apollo-Gaia we need to declare state of planetary emergency. Lo-carbon is not good enough. We need negative carbon.
#futurewewant
Expand

OgilvyEarth UK @OgilvyEarth_UK 26 Apr
@krusack Thank you, we loved doing it. Find our videos for #ToFutureWeWant here: ow.ly/a85u and ow.ly/a85k

Tony Manwaring @tonymanwaring 26 Apr
David Wasdell @ApolloGaia 1776 1bn rising to 6.5bn people in 2050 by using yesterday's energy today, can't be #sustainable
#futurewewant
Expand

Luise Bramao Ramos @iisabramao 29 Apr
We've impoverished the future & exploited past for today - that has consequences. Peak, overshoot & collapse reenergy #futurewewant
Expand

TRUDY MAGNIFICENT @TrudyMagnifica 29 Apr
Some great speakers and ideas floating around for #futurewewant conference.
Expand

Mo Humphries @moehumphries 29 Apr
Interesting stuff from Bob Horn Stanford & wosd 2050 vision #futurewewant
Expand

Mo Humphries @moehumphries 29 Apr
Key themes - put people 1st engage participate transformative action change sustainable. We're doing well! We can do it! #futurewewant
Expand

Mo Humphries @moehumphries 29 Apr
Thought provoking provocation day 1 of #futurewewant. Hope day 2 brings action agenda. V impressed with Pascal, Lend Lease submission
Expand

Luise Bramao Ramos @iisabramao 29 Apr
How do we live and move in the future #futurewewant yfrog.com/ecvbl

Tony Manwaring @tonymanwaring 29 Apr
We need local entrepreneurs in business who participate to create the new conversation for #futurewewant pic.twitter.com/UImrPnt

Tony Manwaring @tonymanwaring 29 Apr
Cities and shipping presentations both discuss biomass energy solutions at same time #futurewewant - only connect!
pic.twitter.com/wnLwMer
Tony Manwaring (@tonymanwaring) 26 Apr
@tonymanwaring: #BGShipping sets sail in the minds of those at #ftfuturewewant thanks to @digitpn pic.twitter.com/gNj0sQ38qv
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@LendLease: Pascal Mittemeier gets us thinking about how we will live in and build #ftfuturewewant - rethinking basics pic.twitter.com/OPncihRq
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#BG Shipping hybrid tanker boat was built in the UK... based on racing yacht technology. #ftfuturewewant
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The Lend Lease plans for Heygate estate sound amazing. Much better than when I lived in the Elephant! #ftfuturewewant
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#BG Shipping has a hybrid biogas/sail container ship that has crossed the Atlantic. 60% of the journey is wind powered. #ftfuturewewant
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The rise of the mad women! With @joana_cl at #ftfuturewewant
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@LendLease: Pascal Mittemeier gets us thinking about how we will live in and build #ftfuturewewant - rethinking basics to fund solutions
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#FT Ogilvy: average UK consumer spent more time in front of TV in 2 yrs than students did on a 3 yr degree #ftfuturewewant
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Creatives role in sustainability, great video by @OgilvyEarth_UK - will this be online? X49bn spent on advertising yr #ftfuturewewant
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Ogilvy have you ever thought about simplifying your messages? This be the challenge! #ftfuturewewant
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Ogilvy: average UK consumer spent more time in front of TV in 2 yrs than students did on a 3 yr degree. #ftfuturewewant
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Luisa Bramao Ramos (@luisabramao) 26 Apr
Awesome videos from Ogilvy on creatives role in inspiring sustainable future #ftfuturewewant
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Tony Manwaring (@tonymanwaring) 26 Apr
Bob Horn @Vision2050 first Global #sustainability #dashboard #ftfutureweant: 10 #CCS projects nec by 2020 vs 3 in China & maybe 1 in USA
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Jyoti Banerjee (@jyotib) 26 Apr
Bob Horn: 10x transnational companies need to change their accounting systems by 2020 to account for ecosystem services. #ftfutureweant
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Katherine Rusack (@Krusack) 26 Apr
Mobility, health and education are beacons of light on pathway to a sustainable 2050. #futurewewant
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Jyoti Banerjee (@jyotib) 26 Apr
Bob Horn: to feed 9bn people by 2050 Brazil's agri output needs to double and Africa's fivefold. Big problem. #futurewewant
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Katherine Rusack (@Krusack) 26 Apr
Bob Horn, vision2050, succeeded in getting leaders of business & NGOs to agree on our future measures of success #futurewewant
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Tony Manwaring (@tonymanwaring) 26 Apr
“Team look! #futurewewant @Tomorrows_Co @futurewewant @klaudiaramo pic.twitter.com/2TeuLTp
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vincimmer (@vincimmer) 26 Apr
Vision for 2050...do we need it to be more value led I wonder #futurewewant
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vincimmer (@vincimmer) 26 Apr
Maybe if we fix society, we can fix climate change, just a thought #futurewewant
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vincimmer (@vincimmer) 26 Apr
Is climate change the most intractable problem ever? #futurewewant cos we are the problem
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vincimmer (@vincimmer) 26 Apr
#futurewewant bill Becker calls for input to no futurewewant.org
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vincimmer (@vincimmer) 26 Apr
#futurewewant I'm bring the best out of each other
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#futurewewant collaboration friendship conversations feelings
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Tony Manwaring (@tonymanwaring) 26 Apr
What gives you hope? Ray Anderson's answer, the ascendency of women shared Dianne Dillon Ridgley #futurewewant event @InterfaceUK
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OgilvyEarth UK (@OgilvyEarth_UK) 26 Apr
Great call to action. We need to bring it down a notch and make it real. #futurewewant
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Mind Unit (@MindUnit) 26 Apr
RT @luisabramoa: #futurewewant @rsq.com/intbSeat) < sneak peek of the new @Tomorrows_co website on the far left of the... via @nadia_mu
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Luisa Bramoa Ramos (@luisabramoa) 26 Apr
@nadia_mu @tomorrows_co a closer look at new website #futurewewant @rsq.com/intbSeat
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Tony Manwaring (@tonymanwaring) 26 Apr
Talking epiphanies #futurewewant - action, faith, children, people about more than greed, beyond mehinity. virtue
 pic.twitter.com/bM0tWzUn07
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Nadine Ishani (@nadia_mu) 25 Apr
RT @luisabramoa: #futurewewant @rsq.com/intbSeat) < sneak peek of the new @Tomorrows_co website on the far left of the screen
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Tony Manwaring (@tonymanwaring) 25 Apr
Excellent Rachel Sinha @CAEV on action learning from @TheFinanceLab building new culture needed at #futurewewant
 @rsq_UK @Tomorrows_Co
Nadine Ishani: @nadinemu
RT @tonymwarung: Congrats @lisabramao @mindunit @Tomorrow’s_Co 1st Hatterfall inFuturewant mCAEv thisustainability inGreenEconomy
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Tony Manwaring: @tonymwarung
Congrats @lisabramao @mindunit @Tomorrow’s_Co 1st Hatterfall inFuturewant inCAEv thisustainability inGreenEconomy inBusiness Readiness
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Luisa Bramao Ramos: @lisabramao
@Futurewant FYCeg.com mtb5dz @ View photo

Tony Manwaring: @tonymwarung
For inFuturewant break through the barriers to build the conversation so open up dialogue beyond the event: join in!
@Tomorrow’s_Co
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Tony Manwaring: @tonymwarung
Laurence Barrett at inFuturewant asking what was your epiphany, what barriers, what resources, what dreams. and the real event has begun!
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Jyoti Banerjee: @jyotib
Leslie Dighton: the birth pains of a post-carbon paradigm will be absolutely prodigious and prolonged. Futurewant
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Katherine Rusack: @krusack
Knowing a crime is being committed and standing by doing nothing to prevent it is the biggest sin inFuturewant
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Harriet Kingaby: @hkingaby
Reinforcing paradigms are the problem. We’re locked in’ because we can’t say goodbye Futurewant
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Grahame Broadbent: @grahameb
RT @krusack: How can society solve problems which have a complexity beyond our collective intellectual capabilities? Futurewant
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Tony Manwaring: @tonymwarung
Challenge to governments showing no backbone on the mega challenge we face inc sustainability awareness on industrial scale Futurewant
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Grahame Broadbent: @grahameb
business needs to reframe purpose, encompass wider sense of shared value commensurate with the scale the challenge Futurewant
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Tony Manwaring: @tonymwarung
New ball game says Leslie Dighton requires cacophony of epiphany to create & drive collective will to be commensurate with Futurewant
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Katherine Rusack: @krusack
How can society solve problems which have a complexity beyond our collective intellectual capabilities? Futurewant
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Luisa Bramao Ramos: @lisabramao
We dont like losing things Humankind v bad at letting go We dont like anything other than biz as usual cos how we got our $ Futurewant
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Tony Manwaring: @tonymwarung
Bill Becker @Futurewant inspiring and compelling going beyond apocalypse fatigue at Futurewant
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Kathleen Enright: @kathleen_e
We need awareness of prob Bd solutions. But we really need to understand how to give people CONFIDENCE they can solve this Futurewant

Tomorrow's company
Tony Manwaring @tonymanwaring 26 Apr
Proud to be a part of TheChairsmanClub on the long shadow cast by the paradigm of business as usual. #futurewewant

Luisa Bramao Ramos @luisabramao 26 Apr
human activity needs to be commensurate with capacity of world & we've gone way beyond. L. Dighton #futurewewant

Graeme Broadbelt @grahamejames 26 Apr
Moving on from the ‘triple bottom line’ towards the triple context (economy/society/environment) in creating value #futurewewant

OgilvyEarth UK @OgilvyEarth_UK 26 Apr
RT @IanaTaub People cannot see sustainable development. We need to unleash the power of positive thinking #futurewewant @sustainability

OgilvyEarth UK @OgilvyEarth_UK 26 Apr
If vampires and werewolves can change, then so can we. Brining behaviour change to life #futurewewant

Iana Taub @IanaTaub 26 Apr
People cannot see sustainable development. We need to unleash the power of positive thinking #futurewewant @sustainability

Katherine Rusack @Kusack 26 Apr
How can we unleash the power of positive thinking? #futurewewant mRo20

Kathleen Enright @Kathleenjli 25 Apr
Take inspiration from the G8 pavilion at the Futurama NY world fair in 1939 - what is our vision of the future we want? #futurewewant

Luisa Bramao Ramos @luisabramao 26 Apr
need to unleash power of positive thinking and vision to engage public. It’s need to be able to see sustainable development #futurewewant

Katherine Rusack @Kusack 26 Apr
58% Americans now believe climate change is real. #futurewewant

rachel sinha @RachelmSinha 28 Apr
It’s important to talk about what we don’t want around climatechange but we need another conversation about what we do want #futurewewant

BertrandBeghin @BertrandBeghin 29 Apr
great quote at #futurewewant by rayanderson “what is the business case for ending life on earth” @RachelmSinha @TheFinanceLab

rachel sinha @RachelmSinha 28 Apr
As soon as you talk about behaviourchange you objectify it, it starts with us #futurewewant

Luisa Bramao Ramos @luisabramao 25 Apr
“it’s all our behaviors that need to change and that’s what we mean by behavioral change” @tonymanwaring #futurewewant

OgilvyEarth UK @OgilvyEarth_UK 25 Apr
The ideas are what count, not the status of your job title! Love it. #futurewewant

Kathleen Enright @Kathleenjli 28 Apr
Looking forward to an inspiring day! If there’s no shortage of ideas, how do we communicate the? #futurewewant
tessadarkley @tessadarkley 26 Apr
Fantastic visual of roadmap to the future of 2050 at #futurewelwant
and I know how difficult they are to create and maintain.
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Rana Taub @RanaTaub 26 Apr
@RachellSinha kicking off #futurewelwant conference @CAEW
@Tomorrows_co pc twitter.com/iGq0g6E  View photo

Grahame Broadbelt @grahamebroadbelt 26 Apr
Excited, our conference is about to start #futurewelwant lots of great
people here, a real buzz in the air
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edwhynadesign.com @edwhynadesign 26 Apr
Can we hope eg @HEIDWernity & @TRAOMark #futurewelwant RT
@tonymansford #futurewelwant conf at #CAEW. Nice buzz,
@Tomorrows_co  Expand

Trustlibrary.org @Trustlibrary 26 Apr
Can we hope eg @HEIDWernity & @TRAOMark #futurewelwant RT
@tonymansford #futurewelwant conf at #CAEW. Nice buzz,
@Tomorrows_co  Expand

tessadarkley @tessadarkley 26 Apr
Looking forward to the future we want today #futurewelwant should
be v stimulating!
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Luisa Bramao Ramos @luisabramao 26 Apr
Team tool-kit #futurewelwant yfrog.com/Imggkyj  View photo

Luisa Bramao Ramos @luisabramao 26 Apr
T - 15 min #futurewelwant yfrog.com/Imgtajij  View photo

Tony Manswaring @tonymansford 26 Apr
Wow! Great chatting to Bill Becker and Bob Horn on way to mega
#futurewelwant conf at #CAEW. Nice buzz, in awe of new
@Tomorrows_co site
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Luisa Bramao Ramos @luisabramao 26 Apr
@Krusack your tweet up on screen! new to website @tonymansford
@nend unit at #futurewelwant conference, yfrog.com/mnrlyqaj  View photo

vinsumner @vinsumner 26 Apr
Arrived at #futurewelwant a bit wet
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OgievEarth UK @OgievEarth_UK 26 Apr
RT @HKingaby Very excited about The Future We Want conference
today. We've got a great provocation planned... #futurewelwant
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Harriet Kingaby @HKingaby 26 Apr
Very excited about The Future We Want conference today. We've
got a great provocation planned... #futurewelwant
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Katherine Rusack @Krusack 26 Apr
Looking forward to the Tomorrow's Company #futurewelwant event!
@tomorrows_co @dgsjpn #rio20
Expand

Mo Humphries @mshumphries 26 Apr
Done my homework ahead of tomorrow's @tomorrows_co
#futurewelwant conference. Anyone else attending?
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Appendix

A Meta Provocation for The Future We Want: a new paradigm for a sustainable 2050

Delivered by Leslie Dighton, Chairman The Chairmans Club

- It is always a privilege to work with Tomorrow’s Company and particularly with Bill Becker in an effort to build a new kind of global conversation in joint pursuit of a new paradigm for a sustainable 2050.

- I must admit after accepting to give a Meta Provocation that I had considerable difficulty getting my mind round the vastness of not only the Future We Want but also the Present We Have.

- Nor could I really find the meta body with the mandate to take delivery of it and with the authority to act if it could be found. We are a world of nation states without yet the governance commensurate with moral and practical leadership of systemic global challenges. I am taking this gathering and its route to Rio+20 as the embryo of such a body.

- So I ended up with a series of Provocations which we can try to join up together over the next two days.

- Let’s be clear about the size of what we have to do.

- There is a dream behind the Future We Want

We know the characteristics of that world:

- 2 billion more people taken out of poverty, backs straightened for subsistence level farmers, security and hope stretching longer than the next sunset

- human rights respected and stewardship over the earth’s eco-systems and animal Kingdom a duty carried proudly

- human activity commensurate with the carrying capacity of the one earth we have

- We also know the starting point is very different

What we have is:

- gross inequality

- loss of bio-diversity

- environmentally malign technologies increasing CO₂ and GHG to levels beyond prudent risk

- over population

- Rio 20 years ago set two objectives – reduction of those in poverty and the
enhancement of sustainability. They were properly seen to be connected issues.

There has been undoubted success on the first. But despite infinite analysis, honourable intentions, protocols and accords what we have achieved on the second is a perfect storm of problems.

We have succeeded in losing ground on virtually every major front, with potentially unthinkable outcomes for civilisation as we know it.

- I have to ask is this the largest and most intractable problem that humankind has ever faced?
- I have to answer that I believe it is, because the paradigm of infinite material growth driven by fossil fuel energy which started with Thomas Newcomen’s steam driven engine three hundred years ago to this year still has a long way to play out.
- It has deep tentacles and powerfully entrenched in our values, our behaviours, our industrial infrastructure, our policies and our institutional momentum. Over time the mental model has acquired some dominant traits: self-interest as the driver, all risk is deemed calculable, what you can’t count doesn’t count, individual profit maximization is the same as social responsibility, markets are assumed to be rational and well informed, and it makes no sense to sacrifice tangible short-term gain for positive long-term benefit of others. It has become an enmeshed and complex system of self-reinforcing parts.
- We know from close up the power of paradigms to perpetuate themselves long after they have outlived their original virtue in individual behaviour, small teams, companies, whole sectors across the globe. We don’t like saying goodbye to what we have become comfortable with and we don’t like losing things – identity, certainty, confidence, perhaps more so than material benefits. We sometimes get amusing evidence as when the CEO of Lehman’s just before the crash was offered $40 million incentive in share or cash - and he took the shares!!
- The paradigm we want to change has systemic dimensions beyond our experience, complexity beyond our intellectual capacity. Over 300 years it has developed very long legs, many feet and a very powerful mental model. It did not develop as a malign force. It touched a dream of security, hope and material well being to escape from Hobbes, ‘nasty, brutish and short’ lives. Powered by fossil fuels it, by and large succeeded in those goals in the developed world.
- However, it has one overriding flaw as a model. It ceases to work from the moment it butts up against sustainability and finiteness of resources. The birth pains of a new paradigm will be prodigious and prolonged.
- So we are in a completely new ball game. The rules are unwritten, the stakes are literally unthinkable, but vast efforts and erudition are still largely still born. It is going to take a great deal of new energy, a cacophony of epiphanies, and a huge collective and creative will.
- The excitement of today is that we have the opportunity to unbind our minds and to experience together what it will take to become commensurate with the problem.
• The meta provocation therefore stares us in the face. Put as simply as possible the ‘transition’ is not happening fast enough on the incremental pathway we have signed up to. We are not only not winning we are falling even further behind. There are only two other possibilities:- The first is acquiescence in the possibility of irreversible damage to life support systems and therefore life as we know it; or we have to make radical change to our angle of vision and much greater urgency and commitment to the cause.

• What might that mean? There have been several attempts to describe the kind of economic infrastructure compatible with a very low carbon world and to identify the priorities for action. There are very, very important and many figures on WBSCD’s critical pathways map. I don’t want to rerun those but to highlight the four areas where it seems to me a new level of connectivity and social commitment is a pre requisite for those actions to take place.
  
  ▪ My four provocations to achieve that are as follows:

1. To business
   
   • business has to keep doing all it is presently doing and more to reduce resource and energy intensity and to design waste out of the processes.
   
   • that’s not enough. Real efficiency improvements have been made but aggregate energy consumption and emissions continue to rise. As a second step industrial technology leaders need to work informally together to learn from each other and bring all available technologies into play at a much faster pace.
   
   • third it has to take the leadership initiative not in industrial silos but in partnership with government to create common awareness, urgency and enabling powers, including quasi-compulsory measures where markets need assistance to unpick existing legacy wounds to sustainability.
   
   • finally they need to re-examine the purpose of their existence with a more focused consciousness which encompasses a wider shared value objective with society as a whole.

2. To Governments the provocation is simpler
   
   • assume the upright and relinquish the supine position. The duty of political leadership is to forge long-term policy not to sample voters opinion as if they were consumers and not citizens.
   
   • second equip themselves to be able to have strategic dialogue with business about meta national objectives and policy
   
   • commission sustainability consciousness training on an industrial scale and set the example by participating at the highest level in a Blue Ribbon leadership programme

3. To science I say well done. Continue to tell the story as it is but don’t disappear at the first whiff of grapeshot.
4. And finally to you – us – as individuals.

‘Birthing’ a new anything is painful. Birthing a new paradigm in the teeth of what prevails is going to be very painful and will require heroes. Better understanding is critically important but only the first of many stages which will require lots of people to be upstanding, not by standing, willing to experience the discomfort, willing to challenge and transgress comfort levels to be heard.

Dante saw the sin of complicity very clearly some 700 years ago. In the vestibule of Purgatory he placed those who sinned unconsciously. They did not know, and theirs was a minor lapse. Then came murderers, rapists, infanticists and coveters. But beyond them and closest to the entry of Hell came a final group – those who had stood by knowingly when sin was committed. He reserved this most damned position to those who know and continue to stand by without acting.

The point is we know. We know we are not winning and the risk consequences are unthinkable. Deep system change is going to require heroes of leadership at all levels that’s you – that’s all of us.

Because if we in our behaviour are not the Future We Want, and which we can rehearse intellectually in our heads, it will not become the Future you or your children get to experience.
About Tomorrow’s Company

Tomorrow’s Company is the agenda setting ‘think and do’ tank which looks at the role of business and how to achieve enduring business success. We focus on strong relationships, clear purpose and values as the foundation of effective leadership and governance.

In our programmes we challenge business leaders around the world to work in dialogue with others to tackle the toughest issues. We promote systemic solutions, working across boundaries between business, investors, government and society.

We believe that business can and must be a ‘force for good’. This in turn requires a strengthening of stewardship by shareholders in partnership with boards of companies.

We argue that the Age of Sustainability has begun, and that in the future success and value creation will come from recognising the ‘triple context’ – the links between the economic, social and environmental sub-systems on which we all depend, and the opportunities this brings.

www.tomorrowscompany.com and www.forceforgood.com

We hope you find this toolkit useful.

Please send your comments to: Luisa Bramao Ramos, Project Manager, Tomorrow’s Company at luisa@tomorrowscompany.com